



16 SEP 1981

MEMORANDUM FOR: Director, Equal Employment Opportunity

FORM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Affirmative Action Plan

1. Attached is the Directorate of Administration's Affirmative Action Plan (AAP). I have selected ten job categories that we plan to monitor under AAP reporting guidelines. I am identifying these job categories as Directorate of Administration targeted occupations for inclusion in the Agency's AAP.

2. Any questions regarding the Directorate of Administration's AAP should be directed to [redacted] DDA/EEO Officer,  
[redacted]

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Harry E. Fitzwater

Harry E. Fitzwater

Attachment

DDA/EEO/[redacted] (6 Sep 81)

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Distribution:

- Original - Addressee w/atts
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DIRECTORATE OF ADMINISTRATION  
FY-82 Affirmative Action PlanI. Policy Statement:

The overall picture of affirmative action within the Directorate of Administration is one of marked progress on many fronts. Significant improvement was made in 1981 in every area identified in that year's Affirmative Action Plan (AAP). Having stated this, we also appreciate that there is room for even further improvement. The Deputy Director and Associate Deputy Director for Administration exercise personal leadership in establishing, maintaining, and carrying out a Directorate of Administration AAP that promotes equity in employment, development, advancement, and treatment of all Directorate of Administration careerists.

The DDA has included an affirmative action objective in the Directorate's five-year plan which supports and encourages Directorate and Agency AAP's. During FY 1982 each senior level manager's Advanced Work Plan will include an objective to support the Directorate's AAP goals.

Goals set herein are five-year goals. The selection of a five-year plan is the most realistic time frame for the Directorate of Administration. Numerical goals reflect current and historical data which is used to determine hiring, promoting and assignments of minority and female employees. Our specific goals for 1982 - 1987 time frame fall into the categories of enrolling specific numbers of minority and women employees in career-enhancing training and educational programs; advancing employees to more responsible positions through promotions; and increasing the number of qualified minority and women applicants.

The Equal Employment Opportunity Program established in the Directorate of Administration includes a mechanism for systematic reporting and evaluation on progress toward our general and specific goals. This mechanism has proven to be entirely adequate to provide the appropriate senior officer the information upon which to control and guide the Directorate of Administration's program.

The Directorate of Administration realized the following progress/accomplishments from 1 October 1980 through 31 June 1981:

## 1. Promotions

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## II. Directorate Target Occupations:

The Directorate of Administration has selected the following occupations for AAP reporting:

- a. Administrative Officer (MG)
- b. Finance Officer
- c. Security Officer
- d. Logistics Officer Trainee/Supply Officer Trainee
- e. Training Officer
- f. Computer Programmer/Analyst
- g. Communication Officer
- h. Medical Officer
- i. Records Management Officer (OIS)
- j. Communication Technician

## III. Barrier Analysis:

### 1. Internal Barriers

The Directorate of Administration does not recognize any current policies or procedures that adversely affect employment and/or utilization of the underrepresented. We are identifying "Internal Barriers" as correctable obstructions which relate to the employment of, and/or full utilization of Directorate of Administration personnel.

The following represents internal barriers which the Directorate of Administration feels has the most effect on employment and utilization of minorities and women in the Directorate.

- a. Limited pools of minorities and women from which to promote, reassign, etc.
- b. The Directorate's inability to match private industry salary offers to prospective professional and technical applicants (e.g. computer programmers, accountants, and engineers).
- c. Lengthy applicant processing has resulted in the loss of good solid applicants for employment.
- d. The CIA's image, even though improved over the last two years, continues to be a barrier to some minorities and women,

e. Entry level tests continue to cancel out many minorities and women who apply for Agency employment.

f. Limited headroom for advancement seems to impede career enhancement for some minorities and women, especially at the higher levels.

## 2. External Barriers

The following represents external barriers that have the most effect on employment of applicants to the Directorate of Administration.

- a. Applicant's failure to pass security and medical assessments.
- b. Governmental restrictions on entry-level pay as compared to private industry.
- c. High cost of living in the Washington, D.C. area,
- d. Limited pools of minorities and women in critical job categories (i.e. engineers, elect. techs., and computer programmers.

## IV. Pools:

### 1. Internal Resource Pools

- a. OCDP (Agencywide upward Mobility Program)
- b. Agency Co-op/Student Trainee Program
- c. DDA FUST Program
- d. DDA Special Tracking Program

### 2. External Resource Pools

- a. National Urban League's Career Awareness Program
- b. National organizations (i.e. NAACP, NUL, sororities, fraternities)
- c. Boston Expo
- d. Graduating minorities and women from large racially-mixed institutions
- e. Graduating students from predominately black institutions

## V. Personnel Acquisition Strategies:

The following are the specific personnel acquisition strategies the Directorate of Administration plans to use in reaching its stated goals:

- 1. Participate in selected National Urban League Career-o-ramas.

2. The DDA/EEO Officer will compile a list of minority coordinators of racially mixed institutions for use by OP recruiters and Directorate of Administration hiring officials. This list will also identify dates and times of minority career days at each institution. The Directorate of Administration plans to participate in these career days.
3. Expand the DDA Co-op/Student Trainee program.
4. Participate in national conferences (i.e., NUL & NAACP).
5. The DDA/EEO Officer will make known the Directorate of Administration's employment needs to minority and women's national organizations (e.g., sororities, fraternities, Black Veterans Association, Association of Black and Hispanic Engineers).
6. Establish an Advanced Engineering Technologist Program (AETP) for use in the Directorate of Administration and other components of the Agency.
7. The DDA/EEO Officer will identify sources of interest to Directorate of Administration managers and they will schedule field interviews when time and funds are available. Applicants selected by hiring officials during the field interview will only have to meet security and medical requirements prior to staff employment. We estimate that field interviews by hiring officials will save 50% of the normal applicant processing time.

#### VI. Goals and Timetables:

As previously stated herein the Directorate of Administration has selected a five-year goal timetable. The Directorate goals are listed in Attachment C.

#### VII. Plan Evaluation:

The DDA/EEO Officer will compile Directorate progress toward stated goals and report his findings to the DDA quarterly. All Directorate of Administration Office Directors are required to forward a quarterly report to the DDA/EEO office no later than 10 working days after the end of each quarter. Each office-level EEO Officer will fully understand the Directorate of Administration's Affirmative Action Plan and each is expected to maintain data that will be used to formulate their respective office-level quarterly reports.

Each identified targeted component is expected to recruit, hire, and promote toward DDA stated goals, but the total responsibility for reaching these goals is to be shared by all the Directorate of Administration components.

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